



CITY OF LODI

COUNCIL COMMUNICATION

AGENDA TITLE: Authorization to Negotiate Contract for Providing Transit Service to the City of Lodi

MEETING DATE: September 4, 1996

SUBMITTED BY: Interim Deputy City Manager

RECOMMENDED ACTION: That the City Council direct the staff to negotiate an appropriate agreement with DAVE Transportation Services for transit services beginning October 1, 1996, and extending for a period of 2 3/4 years, with the provision that if a satisfactory and advantageous contract cannot be negotiated with DAVE that staff be authorized to undertake negotiations with Laidlaw Transit Services.

BACKGROUND INFORMATION: Please see attached report.

FUNDING: \$558,997 in fiscal year 1996-97, \$710,837 in fiscal year 1997-98, \$736,431 in fiscal year 1998-99 for a total of \$2,006,265, to be covered by Federal Transit Funds.

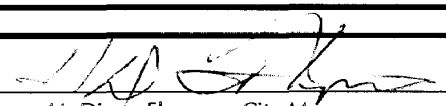
Respectfully submitted,


Robert Christofferson
Interim Deputy City Manager

RC:br

Attachment

APPROVED: _____


H. Dixon Flynn -- City Manager



SUMMARY REPORT ON TRANSIT PROPOSALS

THE ISSUE: How can the City of Lodi provide transit services to its citizens in the most appropriate and cost effective manner?

BACKGROUND: The City of Lodi has provided transit services to its citizens for almost 20 years, beginning with Dial-A-Ride service through the local taxi cab company, and with fixed route service being added in late 1995. The system has grown incrementally to the point at which the City Council, on May 1, 1996, decided to invite proposals from the private sector for the provision of such service, and later indicated that the City itself should also submit a proposal.

Four proposals were received in answer to the City's call, three from the private sector and (pursuant to Council's direction) one from the City itself. Because of the nature of the variables, the complexity of making "apple-to-apple" comparisons, and the importance of the decision, the City's transit consultant, Jim Brown, and David M. Griffith & Associates, a leading firm in cost allocation, were asked to assist the City in the analysis of the proposals. A panel of interviewers was convened on August 21 to afford personal and overall evaluation of the proposals. The interview panel was comprised of Jim Brown, the City's transit consultant; Alan Smith, who prepared the analysis on behalf of David M. Griffith & Associates; Joe Donabed, Assistant City Manager of Tulare, which operates its own transit system; Terry Bassett, Executive Director of the Yolo Transit Authority, which utilizes a contractor to provide transit service; and Bob Christofferson, Lodi Interim Deputy City Manager, who has served as City Manager of several cities, operating transit under both contract and city operation.

Representing the several proposals in the interview were: Dave Smith, Roy Glauthier, Claudia Campos, Curtis Myer and Walt Diangson, representing DAVE Transportation Services, Inc., James Wagner and David Phillips, representing ATC, Kevin Klika, Pam Evers, John Monson and Susan Spry, representing Laidlaw and Kirk Evans and Ron Burnett, representing the City.

The conclusions and recommendations of the panel, discussed later in this report, were based on a composite of the interview, the analyses prepared by Mr. Brown and Mr. Smith, and an evaluation as to how best to serve the City and its citizens, not only over the three-year term of the agreement contemplated by the request for proposals but for the longer term.

Alternatives Available to Council; Implications of Alternatives: The basic alternatives available to Council are 1) maintenance of the status quo, 2) selection of one of the private sector companies (and if this option is chosen, a selection from among the three companies), and 3) selection of the City, with a more permanent structure than the present one. Beyond these basic alternatives there are several sub-alternatives relating to maintenance, facilities, vehicle storage, insurance, and others, depending upon the initial decision. There are obviously cost and service implications inherent in each alternative, as well as the sub-alternatives, and these are complex enough that they do not lend themselves to quick summary in a report such as this one. Let it suffice to say that staff, with the input from the interview panel, has examined the various alternatives and their implications, beginning with cost, service, and probability for long-term success in serving the City, and we believe that the **implications of the various alternatives** may be summarized as follows:

1. **Continuation of the status quo**, while a possibility, clearly does not address the problems which generated the interest in inviting proposals in the first place, and we did not spend much time or effort considering this option, but list it only as a possibility.

2. **City operation**, under the somewhat revised system described in the City's proposal, at least has the advantage of permanence and a more institutionalized character, but this is a double-edged sword; with a degree of permanence imposed by federal regulations, City operation leads to less flexibility, and the ratchet only goes one way. That is to say, it is much more difficult to transition from City operation to contract operation in the future than vice versa. With respect to cost, City operation would be competitive with private sector contractors during the initial three-year period contemplated by our RFP, but the experience of other cities provides a strong warning with regard to rising costs and increasing overhead in the form of additional workload for other City departments, such as legal, human resources, administration and finance. The transit system's present contract personnel would become permanent City employees, which has its advantages (particularly from the employee viewpoint), but which represents a real impediment to future flexibility. City operation, while not a "bad" option, is one that should be undertaken only with full consideration of its implications, long-term as well as short-term.
3. **Private sector contract operations** -- on the right terms and with proper management controls and supervision -- offers a high degree of flexibility and responsiveness to policy direction, with a minimum of the overhead concerns mentioned above. Transition from contract to City operation, moreover, is much simpler than the other way around, should future circumstances indicate that it was in the City's best interests to do so.

Once it is determined that private sector contract operation is a viable alternative, the question then becomes one of evaluating the options available, and the City is fortunate in having attractive proposals from three experienced and capable contractors. Predictably, costs and other factors vary from one proposal to another, but there is sufficient similarity among the three that they tend to validate each other. After the evaluation of cost, service, track record and other considerations, we are in a position to make a recommendation for Council's consideration.

CONCLUSIONS AND RECOMMENDATIONS: Although service is the City's business, and the transit system's level of service to the public (within constraints of available resources) is a prime consideration, cost is a more measurable variable and one that is better understood. A summary of the four proposals, prepared by Alan Smith of David M. Griffith and Associates is attached, along with a letter report from Mr. Smith discussing adjustments in the City proposal. While it would be inappropriate to view a service contract as a "low bid" situation, as we would in purchasing paper, chlorine, tires or automobiles, the following array of costs for the four organizations submitting proposals (equated by DMG to ensure comparability) is instructive:

Organization	Initial 3/4 Year	Second Year	Third Year	2 3/4-Year Total
ATC	\$659,957	\$814,331	\$823,580	\$2,297,868
DAVE	\$558,997	\$710,837	\$736,431	\$2,006,265
LAIDLAW	\$558,845	\$679,592	\$689,660	\$1,928,098
CITY	\$509,426	\$699,590	\$720,560	\$1,929,576

The preceding summary does not represent the "total" cost of transit services so much as it is a comparison for purposes of this process. The cost of the Transit Coordinator is not included, for example, because this is a cost common to all alternatives. Fuel costs have been extracted, because the estimates varied rather dramatically from one firm to the other, and we can save a substantial amount by viewing fuel as a "pass-through" cost, using the City's fuel rather than paying a contractor approximately nine to thirty-seven cents a gallon more.

The relatively tight clustering of the four proposals (\$1,928,098 to \$2,297,868) over the 2 3/4-year period suggests that it may not be as important to take the absolute low price (since this is not a bidding situation) but rather to use some judgment in arriving at what we believe will provide the best overall package for the City, considering service, probable long-term cost and other factors. That is what the interview panel attempted to do on behalf of the City, and that judgment forms the basis for our conclusions and recommendations. In addition, Jim Brown made reference checks on the three private sector contractors, and Bob Christofferson made an independent check with several transit experts, and all three firms enjoy very positive reputations as transit contractors. There are, of course, some important qualitative differences, such as the person assigned as the local manager, the firm's sensitivity to customer service, the nature of the contractor's experience, the ready availability of management and maintenance back-up, the contractor's transition arrangements and other factors that are less quantifiable but perhaps more important than a relatively small difference in cost.

Transit consultant Jim Brown initially warned of several major considerations (other than immediate cost and comparability of service levels) that tend to be considered when a decision of this type is pending, and they relate to long-term costs and the degree of control over the system. We share his concern that, if the City continues to operate its own system, labor costs will rise more sharply in future years than under a contract operation. If the City continues its present operation on more permanent footing, it is predictable that current contract personnel in transit will expect to be treated as regular City employees, and it is also likely that the City Administration and City Council, as a matter of equity, are likely to concur in such action. Compensation, both salary and benefits, are likely to rise, as a reflection of internal and external public agency comparisons. In addition, Mr. Brown warns, is the difficulty (under federal regulations) of moving from City operation to contract operations. Movement in the opposite direction is not nearly as difficult, perhaps reflecting a federal policy favoring contract operations. Another caveat relating to federal regulations in City operation is the prospect of binding arbitration arising in the future, taking decision making in critical areas out of the Council's hands and giving it to arbitrators who are really responsible to no one.

Reviewing the above cost comparisons in light of the preceding factors, it is apparent that, on the basis of cost alone, the four proposals are extremely close, and in fact, the imponderable factors (such as the probable amount of pay increases that would be likely under City operation) are greater than the difference. (Each additional dollar per hour under City operation, for example, raises the cost by over \$60,700 annually, and Lodi's approximately \$8 per hour rate is on the low side compared with other nearby transit operators). Service issues and a demonstrated ability to provide a sound transit operation therefore become the overriding considerations.

Based on all information available, including analysis by our transit and financial consultants and the judgment of the interview panel, we respectfully recommend that Council direct the staff to negotiate an agreement with DAVE Transportation System, based on their modified proposal, to reflect DAVE's operation of the transit system, utilizing the City's equipment, with City maintenance and City provided fuel. DAVE's regional office is in Fairfield, headed by Regional Manager Roger Glauthier and Assistant Regional Manager David Smith. Their maintenance facility is in Stockton, and Area Maintenance Manager Curtis Myer is available for consultation whether we use their maintenance services or not. Claudia Campos would be the local manager, and she receives high marks in our background check. She is presently Operations Manager in Union City, and also has experience in the U.C. Davis bus system. DAVE has current operations in Tracy, Turlock, Madera, Roseville and most recently Lake County in this general area, in addition to operations elsewhere in the state and nationally.

Under the recommended scenario, we would also explore the potential for use of Municipal Service Center facilities (possibly expanded) for storage and related transit functions, as well as interagency arrangements with the School District and private facilities to achieve optimum economies of operation. DAVE can meet the October 1 start-up date contemplated, especially with the City retaining the maintenance function (which incidentally is the most economical solution, at least for the foreseeable future) although they feel that they could do a better job of employee training and transitioning if more time were available. All current transit personnel would be given preference in hiring, assuming that they meet appropriate standards, and existing pay rates would be met or exceeded.

Under this arrangement, the City would enjoy the advantages of a guaranteed cost of operation, and the substantial backup that DAVE affords in the way of specialists that no small transit operation can afford.

With respect to a companion issue, Council will recall that the Heavy Equipment Mechanic and Equipment Service Worker were hired on a contractual basis pending finalizing of the City's permanent maintenance arrangement. In view of the fact that we are suggesting that the City retain the maintenance function, it would be appropriate as part of this total package to place these employees on a permanent full-time basis. This would entail a nominal added cost for increased salary and benefits, as there was some part-time work involved, and we will submit such an item for your consideration separately should you concur in our recommendations.

Because the two best proposals are so close in cost and quality, we further respectfully recommend that, should we not be able to negotiate an appropriate agreement with DAVE that we have Council direction to shift to Laidlaw.

The questions raised by Council in your "Shirtsleeve" Session of August 27 have been addressed in a separate memo, and we would welcome the opportunity to respond to any further questions you may have.

We believe that we have gotten some excellent proposals from several very competent and respected transit operators and we are optimistic that your action lay the foundation for a continuation and improvement of our transit service to the public.

Attachment
DMG Financial Analysis

Transportation Analysis

Comparison of all Proposers

Base Cost

	DAVE	LAIDLAW	ATC	CITY	CITY (Adjusted)
Fixed Costs:					
1a. Management Wages	\$ 91,891	\$ 106,249	\$ 228,830	\$ 53,040	\$ 121,364
1b. Management Benefits	15,425	49,472	63,651	18,010	52,317
2a. Dispatcher/Clerical Wages	254,379	182,025	102,960	129,025	103,409
2b. Dispatcher/Clerical Benefits	53,305	41,231	33,044	45,015	53,729
3. Facility					
4. Utilities	34,459		17,140	3,650	3,926
5. Other Equipment	30,709	13,803	21,538		10,642
6. Insurance	12,638	19,538	12,750	-	
7. Performance Bond	16,500	10,038	33,000		-
8. Other Services	48,274	27,031	13,750	15,435	
9. Office Supplies	18,650	16,092	8,828	2,250	1,628
10. Marketing Svcs/Supplies/Printing		10,051	1,435	2,150	
11. Other Materials and Supplies		6,898	16,010	9,800	
12. Other Expenses	93,742	16,167	3,120	137,500	117,832
Start-up Expenses	37,643	56,412	21,401		
Management Fee and Profit	59,644	135,750	405,000	-	-
Subtotal	767,259	690,756	982,457	415,875	464,846
Variable Costs:					
1a. Drivers' Wages	860,645	900,870	935,970	987,120	954,733
1b. Drivers' Benefits	326,522	298,716	332,604	323,535	461,700
2a. Maintenance Wages					
2b. Maintenance Benefits	-	-	-	-	-
3. Contract Maintenance Fees	-			-	-
4. Vehicle Equipment and Parts	690	12,317	5,740	-	-
5. Fuel & Lubricants					
6. Recruitment and Training Expense	10,722	10,769	29,080	-	4,014
7. Physicals	17,629	8,066	2,310	-	5,356
8. Uniforms	17,629	6,605	9,707	-	10,440
9. Other Services	-			-	9,281
10. Other Materials and Supplies	-	-	-	-	11,408
11. Other Expenses	5,169	-	-	-	7,798
Subtotal	1,239,006	1,237,342	1,315,411	1,310,655	1,464,730
Grand Total	\$ 2,006,265	\$ 1,928,098	\$ 2,297,868	\$ 1,726,530	\$ 1,929,576

Notes:

1. The fuel was taken out of all proposed costs. Fuel will be expended as a pass-thru cost.

Transportation Analysis

Comparison of all Proposers

Alternative I Vehicle Maintenance

	DAVE	LAIDLAW	ATC	CITY	CITY (Adjusted)
Fixed Costs:					
1a. Management Wages	\$ 91,891	\$ 106,249	\$ 228,830	\$ 53,040	\$ 121,364
1b. Management Benefits	15,425	49,472	63,751	18,010	52,317
2a. Dispatcher/Clerical Wages	254,379	182,025	102,960	129,025	103,409
2b. Dispatcher/Clerical Benefits	53,305	41,231	33,044	45,015	53,729
3. Facility	103,378	189,526	66,000	-	-
4. Utilities	65,472	51,689	27,430	3,650	3,926
5. Other Equipment	53,578	18,665	74,030	-	10,642
6. Insurance	12,638	19,538	24,220	-	-
7. Performance Bond	16,500	10,038	33,000	-	-
8. Other Services	67,341	27,031	13,750	15,435	-
9. Office Supplies	20,373	18,974	8,828	2,250	1,628
10. Marketing Svcs/Supplies/Printing	-	10,051	1,435	2,150	-
11. Other Materials and Supplies	-	10,239	16,010	9,800	-
12. Other Expenses	126,067	17,374	3,120	137,500	117,832
Start-up Expenses	50,672	69,730	28,440	-	-
Management Fee and Profit	101,960	205,243	405,000	-	-
Subtotal	1,032,979	1,027,074	1,129,848	415,875	464,846
Variable Costs:					
1a. Drivers' Wages	860,645	900,870	935,970	987,120	954,732
1b. Drivers' Benefits	326,522	298,716	332,604	323,535	461,701
2a. Maintenance Wages	183,336	166,626	153,983	-	382,234
2b. Maintenance Benefits	53,850	32,279	43,100	-	-
3. Contract Maintenance Fees	82,330	149,445	-	-	-
4. Vehicle Equipment and Parts	139,643	214,181	162,540	-	-
5. Fuel & Lubricants	6,322	13,281	-	-	-
6. Recruitment and Training Expens	10,722	10,769	30,940	-	4,014
7. Physicals	18,922	8,066	2,760	-	5,356
8. Uniforms	22,795	6,605	10,547	-	10,440
9. Other Services	-	-	-	-	9,281
10. Other Materials and Supplies	-	-	-	-	11,408
11. Other Expenses	5,169	-	-	156,700	7,798
Subtotal	1,710,256	1,800,838	1,672,444	1,467,355	1,846,964
Grand Total	\$ 2,743,235	\$ 2,827,912	\$ 2,802,292	\$ 1,883,230	\$ 2,311,810

Notes:

1. The facility line item for all private firms includes costs for maintenance, administration, and parking. Facility charges are not included in the City's proposal.
2. Fuel is shown as a pass-thru cost.



DAVID M. GRIFFITH & ASSOCIATES, LTD.
Professional Services for the Public Sector
4320 Auburn Boulevard, Suite 2000
Sacramento, California 95841
916-485-8102 Fax: 916-485-0111

August 26, 1996

Mr. Dixon Flynn
City Manager
City of Lodi
221 West Pine Street
Lodi, CA 95241-1910

Dear Mr. Flynn:

We have concluded our review of the City's proposal for the management and operation of the City of Lodi Fixed Route and Dial-A-Ride Transportation Services.

The analysis section includes our recommended changes to the City's proposal.

Scope of Services

Our analysis consisted of reviewing the City's proposal and analyzing the figures associated with each category of costs. In order to conduct our analysis, we performed the following:

- Reviewed the Scope of Work in the Request For Proposal (RFP)
- Met with and discussed the City's proposal with Mr. Jerry Glenn
- Met with and discussed City costs with Mrs. Vicky McAthie, Finance Director, Mr. Kirk Evans, Assistant to the City Manager, Mr. Bob Christofferson, Deputy Interim City Manager, and Mr. Dennis Callahan, Maintenance Superintendent
- Reviewed various City expenditure reports, City-wide central service allocation schedules, depreciation schedules, and budgets

The expenditure reports, central service allocation schedules, depreciation schedules, and budgets used to prepare our cost estimates of operating the transportation services were provided by the City, and were not reviewed as part of our analysis.

Mr. Dixon Flynn
City of Lodi
Page 2

Analysis

The following pages describe our analysis of the City's proposed figures. We have also summarized, in a spreadsheet form, the City's original proposed figures as well as DMG's recommended adjusted numbers (see attached spreadsheets A and B).

1. After discussions with the Finance Director, Transit Coordinator, Assistant to the City Manager, and after reviewing the budget and various reports from Finance, we recommend the City include 21 full-time staff in the proposal and 4,160 part-time hours. The 21 full-time staff should include 9 fixed route drivers, 9 Dial-A-Ride (DAR) drivers, 2 dispatchers, and 1 supervisor. In addition, 50% of the Transit Coordinator's salary, benefits, and materials/supplies should be included.

The differences between our recommendation and the City's proposed figures include the following:

- The City's proposal accounts for 22 full-time positions, including vacation and sick leave time which it is assumed covers the part-time hours. Our recommendation consists of one less full-time employee than was stated in the City's original proposal. Mr. Glenn and Mr. Evans both mentioned that the system could be operated with 21 employees plus part-time assistance. There were 22 employees prior to August 14th, but was reduced to 21 after one employee terminated employment.
 - The City's proposal does not include any costs for the Transit Coordinator. Mr. Glenn's feeling is that the Transit Coordinator's time would be the same regardless of whether the City or a private firm operated the system. We feel the time spent by the Transit Coordinator would be greater if the services were operated by the City.
2. If the City hires the current transit employees as full-time City employees, benefits will need to be included in the employment package. In reviewing employee benefits in the City's original proposal, we noted the following:
 - Employee portion of PERS was omitted
 - Workers compensation was included in the City's proposal at 4% of the payroll. In our conversation with the State Compensation Fund, we found the workers compensation rates range from 9.6% to 18.86% depending on various

Mr. Dixon Flynn
City of Lodi
Page 3

classification of employees such as city employee, school bus driver, bus driver, truckmen. The rate is discounted after certain increments of costs are paid to the fund. We increased the workers compensation percentage from 4% to 10%

- There were minor changes made to medical, dental and vision insurance costs since the City's original proposal was prepared

3. We reviewed the transportation department's expenditure summary for fiscal year 95/96 and compared the annual expenditures to the estimates in the City's proposal. It is our understanding that the City's proposal was prepared using a "prior to year-end" expenditure summary and that costs were extrapolated to a full year. Given a final year-end report, we were able to compare current annual expenditures to the proposed estimates.

DMG's adjustments included changes to some of the supplies and material and services accounts to bring the proposed figures to the level of the prior year's annual expenditures. We used a 3% inflation factor to increase the 95/96 costs to a fiscal year 96/97 level. A 3% factor was also used each year during the term of the proposed transit service contract to increase *all* costs for inflation.

4. The City's proposal includes a central service cost allocation to the transportation department of about \$50,000 per year. In analyzing the City's records, we noted the actual allocation to transportation was \$79,030 in fiscal year 95/96. Using the actual allocation, the increased cost over the term of the proposed transit service is \$93,752.
5. The wage rates used in the City's proposal and the wage rates used in our analysis include \$9 per hour for the Transit Manager, \$8 per hour for the full and part-time drivers, and \$8.75 for the dispatchers. City employees with the classification of Maintenance and Operators are scheduled for a 3% salary increase in July of 1997. As was referred to previously, our adjustments include a 3% increase in each year of the term of the contract for inflation; therefore, the 3% scheduled raise is taken into consideration.

A survey was performed by Mr. Jerry Glenn where various transit agencies were phoned to determine the range of wages paid to drivers and dispatch employees. The table on the following page outlines the results of the survey:

Mr. Dixon Flynn
City of Lodi
Page 4

Transit System Wage Analysis			
Agency	Position	Wage Range	
LUSD	Driver	8.95	10.88
	Dispatch	10.00	12.19
SMART	Driver	8.25	12.36
STKN Unified	Driver	10.09	12.28
	Dispatch	10.81	13.21
Fairfield (PF)	Driver	7.05	8.95
Modesto (PF)	Driver	7.45	12.00
	Dispatch	10.00	10.00
Benicia (PF)	Driver	7.05	8.30
Vacaville (PF)	Driver	7.54	8.76
Santa Rosa	Driver	14.18	15.73
Tulare	Driver	7.30	
Contra Costa County	Driver	11.77	14.71
City of Lodi (Current Wage Range)	Driver	7.50	8.50
	Dispatch	8.75	8.75
(PF) = Operated by a Private Firm			

It is difficult to determine the effect hiring the employees will have on the proposed wages. There is a possibility that the employees could join one of the collective bargaining units. Our calculations show that a one dollar increase in wage for the 21

Mr. Dixon Flynn
City of Lodi
Page 5

full-time (not including part-time) positions proposed in the transit system equates to a \$55,650 increase in annual salary/benefit costs.

6. The 95/96 city-wide central service allocation to Transit, excluding the maintenance costs, was \$75,767. A portion of this allocation would remain regardless of whether the City or a private firm operates the system. A significant amount of time would be required to analyze the cost allocations in detail. Given this project's short time-frame, we reviewed the allocations and estimated the cost difference incurred as a result of the City operating the system compared to a private firm. The number calculated reduced the \$75,767 allocation to \$37,006.
7. The City's original proposal estimates a vehicle maintenance cost of \$156,700 over the term of the contract. In reviewing the 95/96 maintenance figures, we noted the City currently allocates the costs of maintenance to user operations. The Transit allocation for 95/96 was \$115,223. We were informed that this allocation includes salaries, benefits, operating costs and minor capital expenditures. Based on records kept in the Maintenance Department regarding parts and labor charged to Transit vehicles during the first 10 month's of 95/96, parts and labor are calculated at \$64,460 per year. We used the \$115,223 figure, plus a 3% inflation factor, as our base figure in calculating the cost of maintenance

In addition to the \$115,223 figure, the following was also included in the calculated cost of maintenance:

- A one-time cost of equipment inventory for Transit vehicles in the amount of \$5,000
- Two transmission rebuilds during the term of the contract at a cost of \$960 each
- Transit's portion of a city-wide central service cost allocation to the maintenance department in the amount of \$13,241. This number was calculated by DMG using the percentage of maintenance salaries compared to total city-wide salaries multiplied by the city-wide central service costs

The total cost of maintenance during the term of the contract is calculated at \$382,234.

Mr. Dixon Flynn
City of Lodi
Page 6

Conclusion

Our analysis of all the factors associated with the City's transportation proposal indicates that the original base cost proposal should be increased \$203,046 to \$1,929,576. This increase reflects both direct and indirect costs, and could be significantly affected depending on future wage scales.

We appreciate the opportunity to be of service to the City of Lodi and look forward to working with you in the future.

Sincerely,



Alan F. Smith
Project Manager

CITY OF LODI

Transportation Analysis

Base Cost

Schedule A

Estimated Annual Service Hours	1996	1997	1998	Three Years
Dates Covered: From	10/1/96	10/1/97	9/1/98	Years
To	9/30/97	9/30/98	8/31/99	Total

Fixed Costs

1a. Management Wages	\$ 14,040	\$ 19,240	\$ 19,760	\$ 53,040
1b. Management Benefits	4,880	6,525	6,605	18,010
2a. Dispatcher/Clerical Wages	34,125	46,800	48,100	129,025
2b. Dispatcher/Clerical Benefits	12,195	16,310	16,510	45,015
3. Facility	-	-	-	-
4. Utilities	970	1,340	1,340	3,650
5. Other Equipment	-	-	-	-
6. Insurance	-	-	-	-
7. Performance Bond	-	-	-	-
8. Other Services	4,475	5,345	5,615	15,435
9. Office Supplies	750	750	750	2,250
10. Marketing Svcs/Supplies/Printing	600	750	800	2,150
11. Other Materials and Supplies	2,625	3,500	3,675	9,800
12. Other Expenses	37,500	50,000	50,000	137,500
Start-up Expenses				
Management Fee and Profit				
Subtotal	112,160	150,560	153,155	415,875

Variable Costs

1a. Drivers' Wages	254,810	356,735	375,575	987,120
1b. Drivers' Benefits	86,580	117,890	119,065	323,535
2a. Maintenance Wages	-	-	-	-
2b. Maintenance Benefits	-	-	-	-
3. Contract Maintenance Fees	-	-	-	-
4. Vehicle Equipment and Parts	-	-	-	-
5. Fuel & Lubricants	-	-	-	-
6. Recruitment/Training Expenses	-	-	-	-
7. Physicals	-	-	-	-
8. Uniforms	-	-	-	-
9. Other Services	-	-	-	-
10. Other Materials and Supplies	-	-	-	-
11. Other Expenses	-	-	-	-
Subtotal	341,390	474,625	494,640	1,310,655
Grand Total	\$ 453,550	\$ 625,185	\$ 647,795	\$ 1,726,530

CITY OF LODI**Transportation Analysis****Adjusted Base Cost****Schedule B**

Estimated Annual Service Hours	7/1/90	10/1/90	10/1/91	Three Year Total
Driver Control	100,000	100,000	100,000	300,000
From	100,000	100,000	100,000	300,000
To	100,000	100,000	100,000	300,000

Fixed Costs

1a. Management Wages	\$ 32,040	\$ 44,002	\$ 45,322	\$ 121,364
1b. Management Benefits	13,812	18,968	19,537	52,317
2a. Dispatcher/Clerical Wages	27,300	37,492	38,617	103,409
2b. Dispatcher/Clerical Benefits	14,185	19,480	20,064	53,729
3. Facility	-	-	-	-
4. Utilities	1,037	1,423	1,466	3,926
5. Other Equipment	2,810	3,858	3,974	10,642
6. Insurance	-	-	-	-
7. Performance Bond	-	-	-	-
8. Other Services	-	-	-	-
9. Office Supplies	444	592	592	1,628
10. Marketing Svcs/Supplies/Printing	-	-	-	-
11. Other Materials and Supplies	-	-	-	-
12. Other Expenses	31,108	42,721	44,003	117,832
Start-up Expenses				
Management Fee and Profit				
Subtotal	122,736	168,536	173,574	464,846

Variable Costs

1a. Drivers' Wages	252,050	346,149	356,533	954,732
1b. Drivers' Benefits	121,889	167,395	172,417	461,701
2a. Maintenance Wages				
2b. Maintenance Benefits				
3. Contract Maintenance Fees				
4. Vehicle Equipment and Parts				
5. Fuel & Lubricants				
6. Recruitment/ Training Expenses	1,060	1,455	1,499	4,014
7. Physicals	1,414	1,942	2,000	5,356
8. Uniforms	2,756	3,785	3,899	10,440
9. Other Services	2,450	3,363	3,466	9,281
10. Other Materials and Supplies	3,012	4,136	4,260	11,408
11. Other Expenses	2,059	2,827	2,912	7,798
Subtotal	386,690	531,054	546,986	1,464,730
Grand Total	\$ 509,426	\$ 699,590	\$ 720,560	\$ 1,929,576

9/4

By signing this petition we would like to voice our opinion to the City Council. We use the transportation system in Lodi on a regular basis, and feel that we would be better served if the city retains the contract for the transportation system instead of awarding the contract to a private firm. We appreciate the quality of the service we receive now, and remember the lower quality service of transportation when the service was handled privately previously.

I strongly believe the City of Lodi should retain the transportation system for reasons too numerous to list here - and that time does not permit. (C. Sylvia Clark)

Robert M. Dumas

Gerri Stearns

Joe Tennis

NAMEADDRESS

Christina A
Robert F.
Randy Adams
Cardina Slaughter

325 1/2 E/M St
Lodi CA 95240
22 S. Main St.
Lodi, Ca. 95240
425 Hilborn St # A Lodi 95240

602 Wimbledon Dr. #38
Lodi, CA 95240

Barbara
Urban

2324 Corbin
Lodi, 95242

Ray Denton

2207 Chaparral St
Lodi 95242

Consuelo Prado

Stella Marcibia
Elena Hernandez

920 Park St
Lodi Ca 95240

Maria Zamora

412 W Locked Ford #1
Tel: 369-0372

Maria Saavedra
Frances Van

412 W Locked Ford #2
420 W Oak St

NAMEADDRESS

Austina Doebring	2110 Scarborough
Jenny Lopez	325 N. Church St. Lodi.
Diana Lopez	325 N. Church St. Lodi
Mary Lewis	119 E Locust
Amy Brand	621 Hale Rd.
Espinoza Jesus	
Gregory Tarvin	1100 S. Cherokee Ln Lodi
June Yglesias	427 Cherry St. Lodi, 95240
Esther Nava	405 E Walnut Lodi 95240
Rosa Gutierrez	
Norma Hernandez	621 Hale Rd #7 95240 40
Ramiro Villalobos	1718 S. Church
Steve Getty	404 Brandywine Dr
FARA Shah	2101 OXFORD WY.
Jillian Mancaruso	1954 Carmel Cir.
Sarah Elkins	1607 Thompson Dr.
Yvette Hoover	1824 South Sacramento
Guadalupe Trejo	300 E Pine St # 9
Sonia Gonzalez	513 E Locust St

NAMEADDRESS

Shula Baskin
 Malissa Salmon

Martha Ambroz

Harold Ives

Erlene Denison

Nathan Ramsey

Jim Walton

J.R. Leighton

Leslie LAROCK

Arlene Parker

CON GRET SINGER

SOLOMON ATHERTON

DAVID JONES

Susan Smith

Chris Stacey

Mary Ann Brown

Joanna Merrill

B.J. Wilson

101 W. Locust St #311
 433 N. School St Lodi CA 95242

17 W. VINE Lodi CA.

310 S. Ham Ln. #7 Lodi CA

433 N. School Street Lodi CA 95242

9 W. ~~SAK~~ St. Lodi, Ca.

912 S. Hutchins Lodi CA

545 W. Vine St. Lodi CA

1200 S. Hutchins Lodi CA

545 W. Vine St. Lodi, Ca.

Mrs Deborah Lee Vitor RD
 10939 E. Live Oak Dr.

415 W. TOKAY Lodi CA RD. Box 421

714 S. ROSE Lodi CA

309 WEST PINE Street #9 Lodi CA

15431 N. Low Sac. Rd. Lodi

320 E. Pine St #2 Lodi

310 S Orange

19 N. Hutchins

NAMEADDRESS

Laury Hamann

602 Wimbledon Dr #31

Salvador Mendez

524 E. Oak St. #4

Jaime Gutierrez

524 E. Oak St #4.

Thomas Hedrich

423 w elm #2

~~Ms. Montoya~~

1036 So. Central Ave. #3

Aaron Mulcahy

9544 Kelly Dr.

Kenneth Watson

323 East Locust St. #9

Toni Jarvis

323 East Locust St. #7

Carly Willis

3350 W. TURNER Rd.
(Lodi CA)Jamie Hendricks
from Marie1036 S. Central #6 Lodi CA
115 OTTADR

Albert Morgan

2320 S. Cartwright St.

Carolyn Runge

601 Wimbledon Dr. #4

Pauline Mastel

Frank Lake

709 1/2 N. Church St.

Mary Johnson

105 W. Forest St. Lodi

Teresa Hunt

18906 Rio Verde

Brandon Alexander

334 Del Mont

Kathy McConnell

900 N. Pleasant #3, Lodi

Cassie Williams

2011 Kenway CRT Lodi, CA

By signing this petition we would like to voice our opinion to the City Council.
We use the transportation system in Lodi on a regular basis, and feel that we
would be better served if the city retains the contract for the transportation
system instead of awarding the contract to a private firm. We appreciate the
quality of the service we receive now, and remember the lower quality service
of transportation when the service was handled privately previously.

Mary J. Skod 2440 W. TURNER RD. #107

Sue Woods 601 N. School St.

Don Gretsinger 10939 E. LIVE OAK RD.

Marguerite D. Jones 15450 Hwy. 88, Sp. 69 Lockford

Cynthia Pruitt 526 N. MILLS AVE #1 Lodi.

HEATHER NEHOLS 210 S. CORINTH

Edwin White 28150 HWY 88

Ann Klammer ~~28150~~ 45368-4551

Barbara Hawkins 1201 Liebig #B

Chela Amador 1500 S. Church St. Lodi Ca 95240

Cynthia All Kins 10 Chestnut St. Lodi

Joseph Trecco 340 Lodi E. Ave. Lodi.

Mr. Hank Demison 433 N. School St Lodi, Ca 95240

Mrs. Elaine Demison 433 N. School St. Lodi Ca 95240

Malissa Galvan 433 N. School St Lodi Ca 95240

Isabella Alvarado 116 N. Northwood Dr. Lodi Ca 95240

Kristy Rodrigues 2345 Arvilla court Lodi, Ca 95242

Andrea Bell 3327 Col Brown Ct

Anna Ortega 4019 E. Emerson Rd.

NAME

ADDRESS

Denean L. Siebert 602 Wimbledon Dr. apt 22
Lodi, Calif. 95240

Veronica Rios

10 Wilchestnut St

Lodi, California 95240

Daniel Pauley

1036 S. Garfield #9

Lodi, Ca 95240

Johnny Davis

309 Cypress St.

Lodi, CA 95240

Werner R. Linn

910 Rutledge St

Estela Borja

Lodi, Ca 95242

325 N. Church Lodi CA

Melanie Nelson

224 Cedar Ave

95240

Genia Morera

18645 N. Lower Sacto Rd Wkg.

Barbara Crocker

P.O. Box 1166 Woodbridge Ca.

95245

Christina Buckner

2110 Scarborough

Genaro Tamante

214 PINE ST #4

Frankessa C. Tamante

Clara King

408 W. Walnut #3

Walter Hodgkins

Lodi, CA 95240

2440 W. Turner Rd., #124 Lodi, CA

NAMEADDRESS

Kara R. Cifuentes

Karen Adams

422

14160th St #A Lodi

425

#

Lodi

Ellen Patterson

Billy DeMunn

John B. Baker

Hazel Berkson

Glossie Pharr

Thomas Pharr

1801 W. Jackson St. Lodi

433 N. School St Lodi

310 S. Orange #93 Lodi

350 S. Hawth #24 Lodi

704 N. Church St Lodi

416 Oak St Lodi

Kory Bombencko 910 Rutledge St

Gina Dennis on 433 N. School St Lodi Ca

Christianne Piraulo 433 N School St Lodi Ca

Deanne Villasrea 422 N School St Lodi

Adeline Witherspoon 66 N. Pacific ave. Lodi, Ca

Carly Willis 3350 W. Turner Rd Lodi Ca

Jamie Hendricks 1036 S. Central Lodi Ca

NAMEADDRESS

Sandra Kuiper
Amarie Bliese
Christina Gehring
Lydia Zimmerman
Elchea Watson
Lucene Dickman
Betty Hunt

311 W Locust St Apt D Wod
1612 W. Elm St Lodi
2110 Scarborough
800 S. Ham Ln.
321 Naples Ct #2
2110 Scarborough Ln #37
2250 Scarb. Tr. #7

NAMEADDRESS

Gloria Goodell
Terry Smith
Verna Miller
W. H. Mitten
Hazel Erickson
Juliana Bieker
Donna Miller

212 1/2 E. 70th St.

Bob Brown
B. Cooper

2510 Finchdale Dr.

25 Cherry
25 Cherry

32 Sherry
101 W. Loast

311 W. Turner

314 W. Pine

419 Monroe St

24 Birch & 10th

NAME

ADDRESS

Jimmi ~~Miller~~
Anita Halper

HAROLD ~~Miller~~

Rene Antti-
Liana Elias
Melissa Hamilton

Sean Le Mayles
m wife m oore

James Miller
Eather O'Connell

Guadalupe Mejia
Rafaela Powers
Norman Huff

717 N. Cassin

716 Grant

209 N. School St

209 N. School St

209 N. School St

125 S. Washington

100 S. Washington St

214 1/2 East Pine St

214 1/2 E. & W. St #3

100 S. Washington St

100 S. Washington St

1317 S. Central st. 4

32 Sherry

1651 Schenck 29

NAME
 Frances
 Johan Batzman
 Florence Hershey
 Esther R. Hall
 Clara Wilkins
 Harriet Kingley

ADDRESS
 work - 408 E 1st
 no car - 818 Rutledge
 950 S Garfield #12
 325 Raven Lane, Delia
 20110 Scarborough, Ont. Apt 2

By signing this petition we would like to voice our opinion to the City Council. We use the transportation system in Lodi on a regular basis, and feel that we would be better served if the city retains the contract for the transportation system instead of awarding the contract to a private firm. We appreciate the quality of the service we receive now, and remember the lower quality service of transportation when the service was handled privately previously.

Anna S. Sander

Imega Helms

TY Brosehl

Spring Healey

Marion Ewen

Pat Sufferel

Carol Mauer

Deanna Sufferel

John Sufferel

Ann Sander

Theresa Sander

Bobbie Kenlin

Theresa Sander

Wally Sander

Carl Sander

Robert Sander

Mary Casey

115 Louie

115 Louie

115 Louie

115 Louie

115 Louie

115 Louie

115 Louie

115 Louie

115 Louie

115 Louie

115 Louie

28 South Lee

23 S. Rose Lodi

328 Rainer DR. Lodi

NAME

ADDRESS

Hazel Kenney
Ann Pauling
Jo Ann Elliott

1819 S. Cherokee
1920 S. Church

Theresa Kenney
1921 S. Church
1922 S. Church
1923 S. Church

(= 1701 MARPOSIA

Kathy Schuch
Quentin Wilson
Lynn Clark
Patricia Owen

115 Lovie
Wood Bridge
Staring with fence in back
1100 Holly
1924

Karak SASAKI
Marshall Johnson

B. Lutz
7806 W. Ketterman Lodi
471 Almond DR
428 W. Lodi

525 Wynn dr. Lodi

David Tomlin
Dale Owen
Jerry Hartman

2026 Oxford Lodi
472 Palin Ave. Lodi

NAME

Mike Farrell

ADDRESS

1912 South mills

Joan Smith

George Szeki

Glauffert Plaut

John L. Lusto

Stephen Mason

John L. Lusto

26226 N. Thornton Rd,

2006 W. Elm

Woodbridge
301 Florence Rd
216 W. Taddei Rd